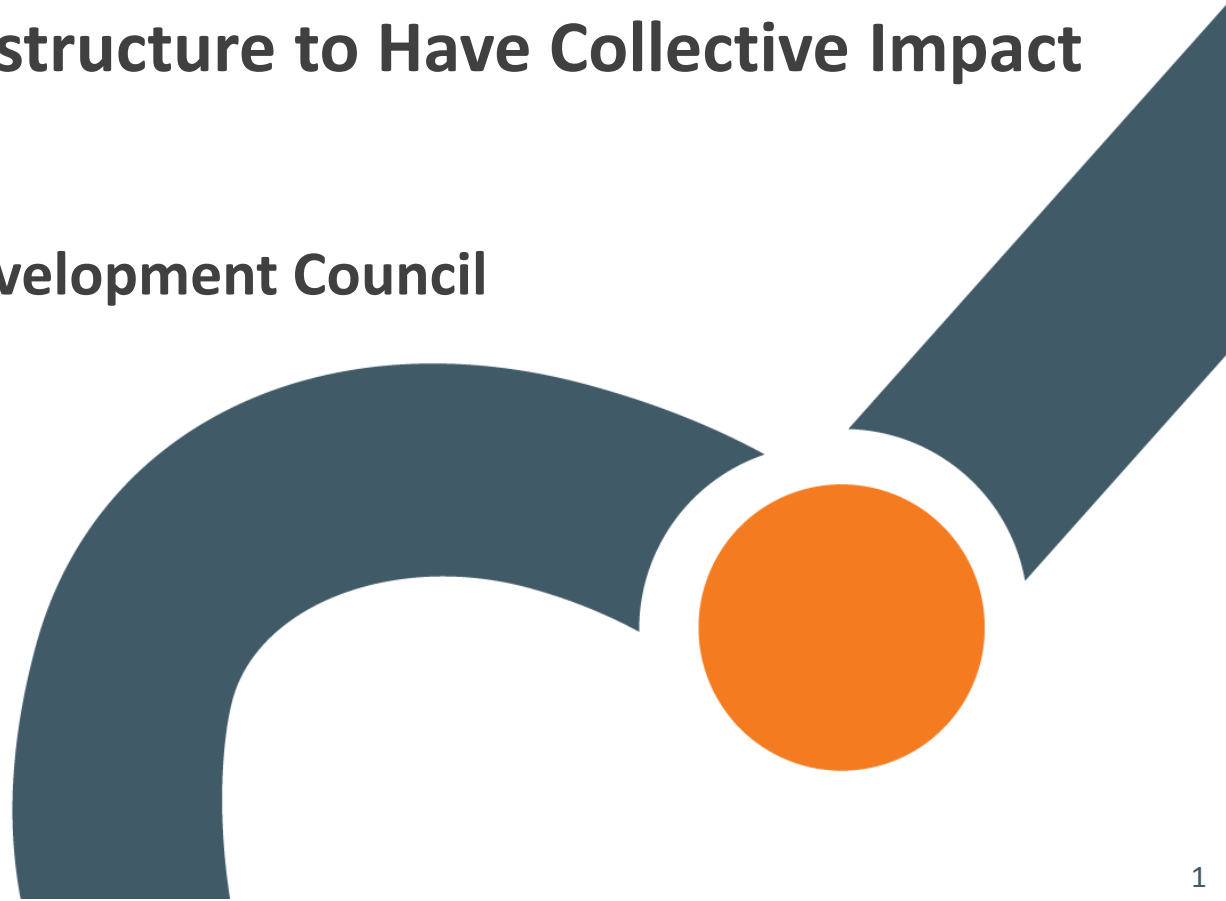




# **The New Normal: Building Civic Infrastructure to Have Collective Impact**

**Hawaii Workforce Development Council  
October 26, 2011**

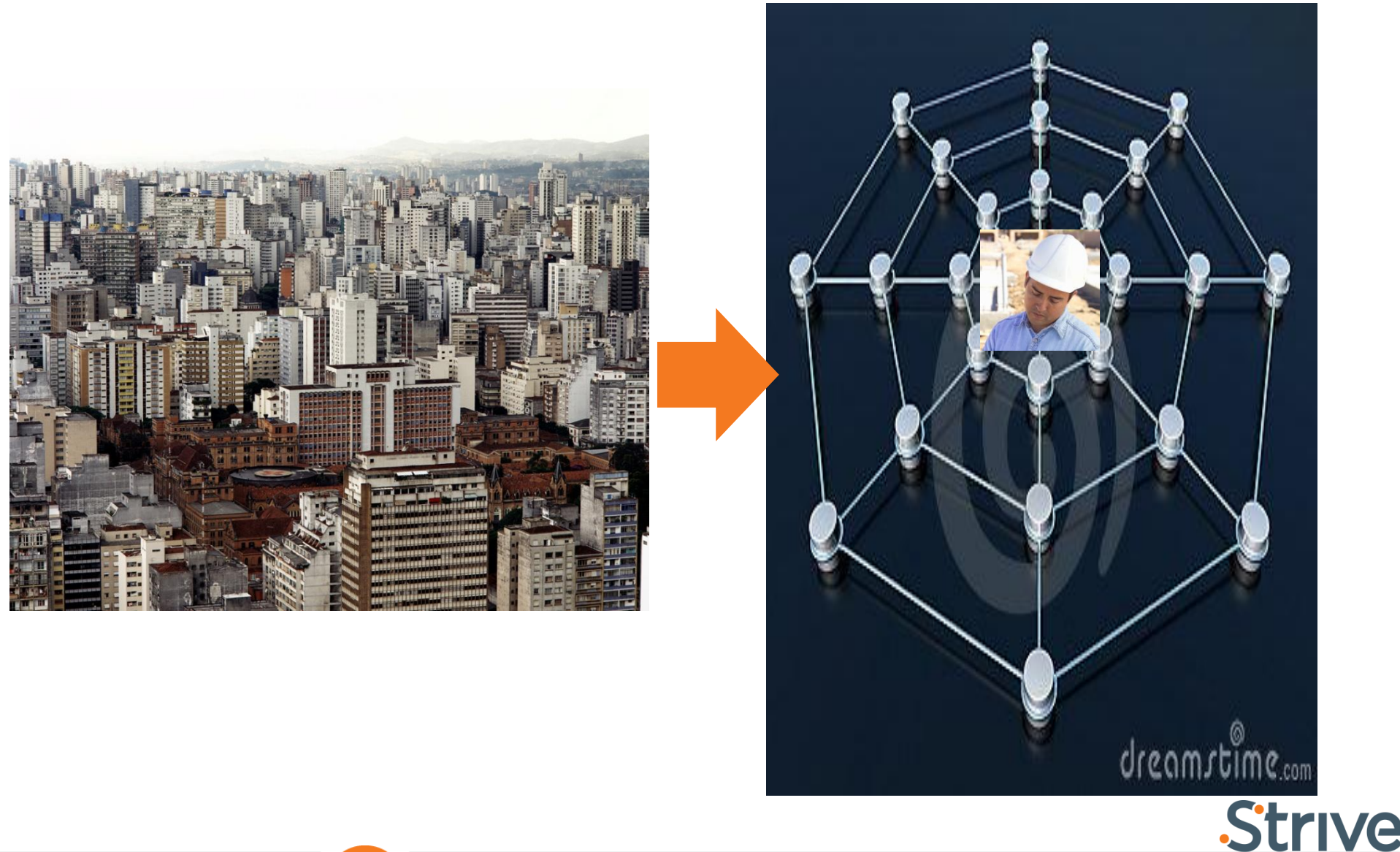


# Definition of Collective Impact

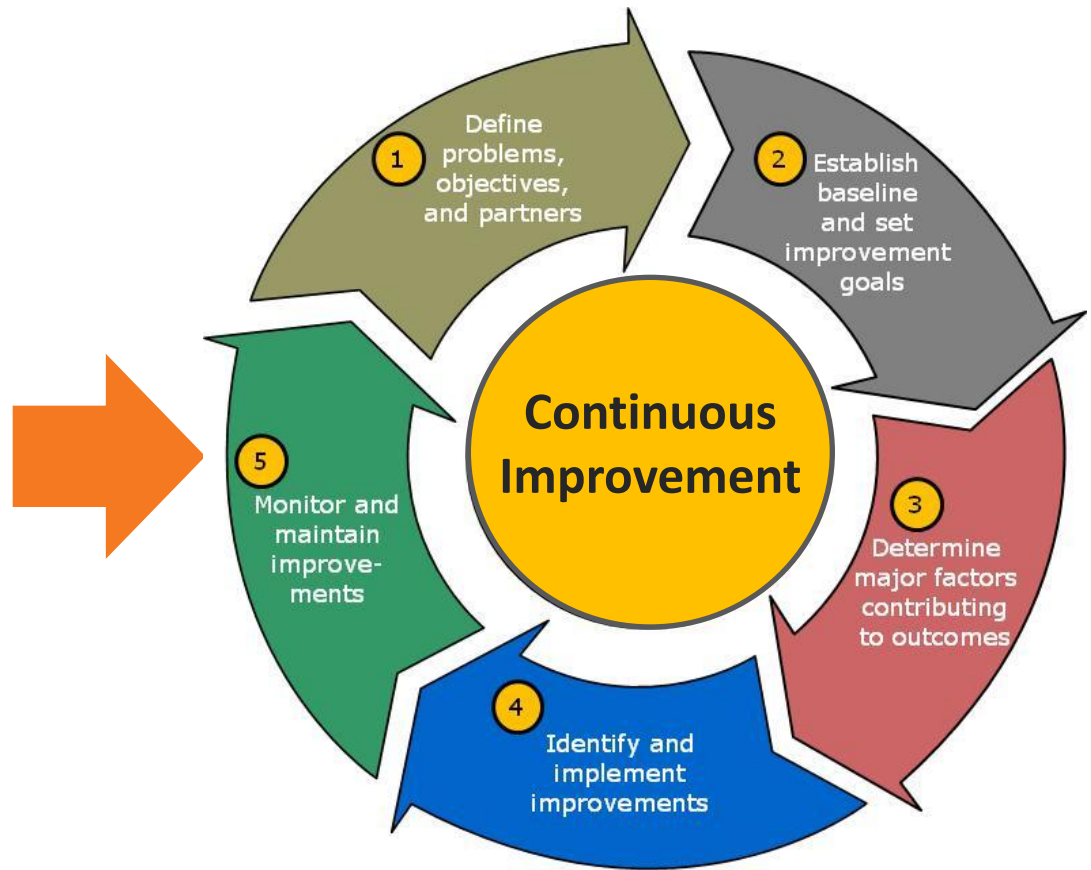
“The commitment of a group of important actors from different sectors to a **common agenda** for solving a specific social problems.”

-- John Kania & Mark Kramer,  
FSG Social Impact Advisors,  
*Stanford Social Innovation Review*  
Winter 2010

# Lever One: New Vision and Accountability Structure

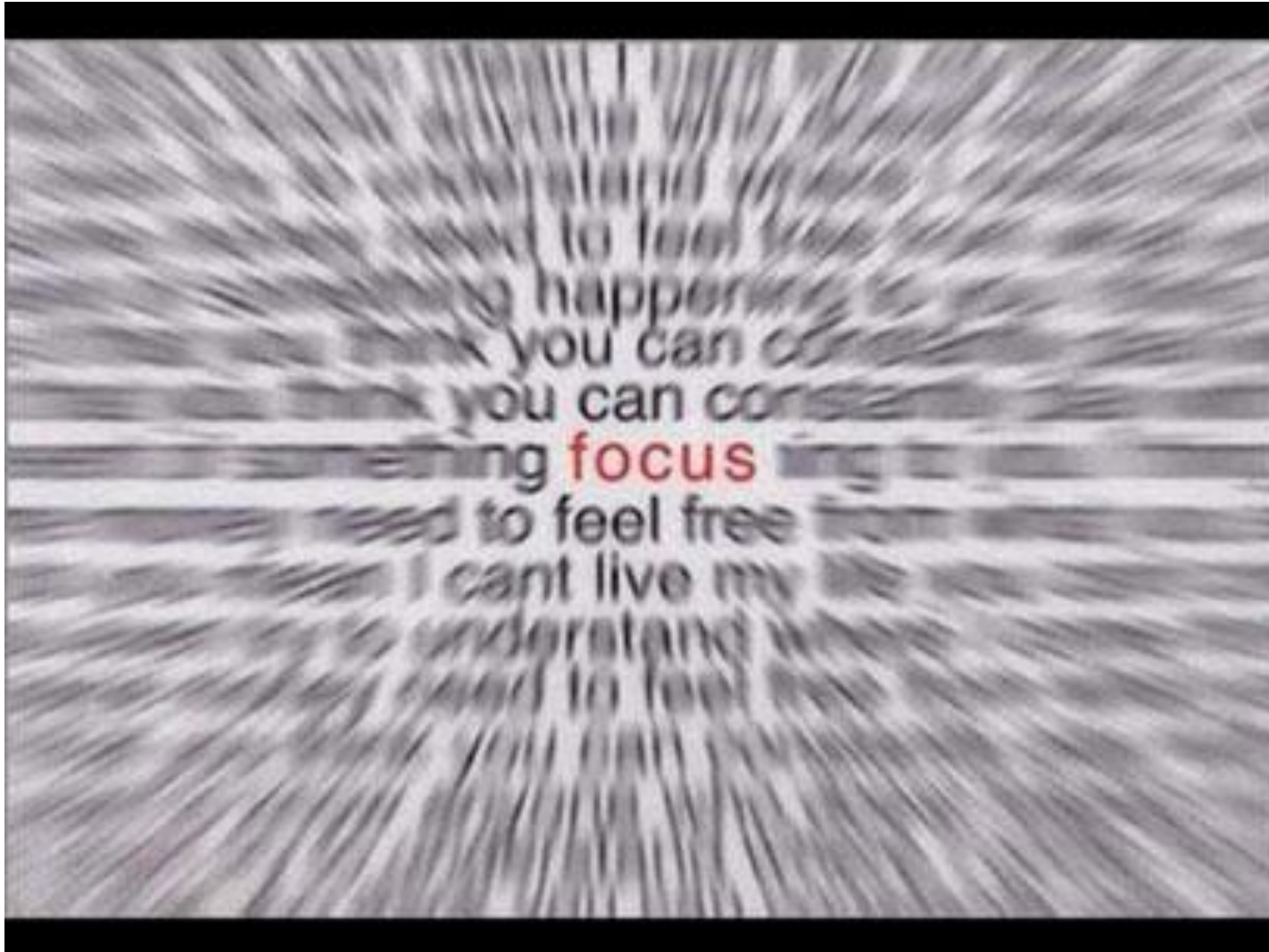


# Lever Two: Culture of Continuous Improvement





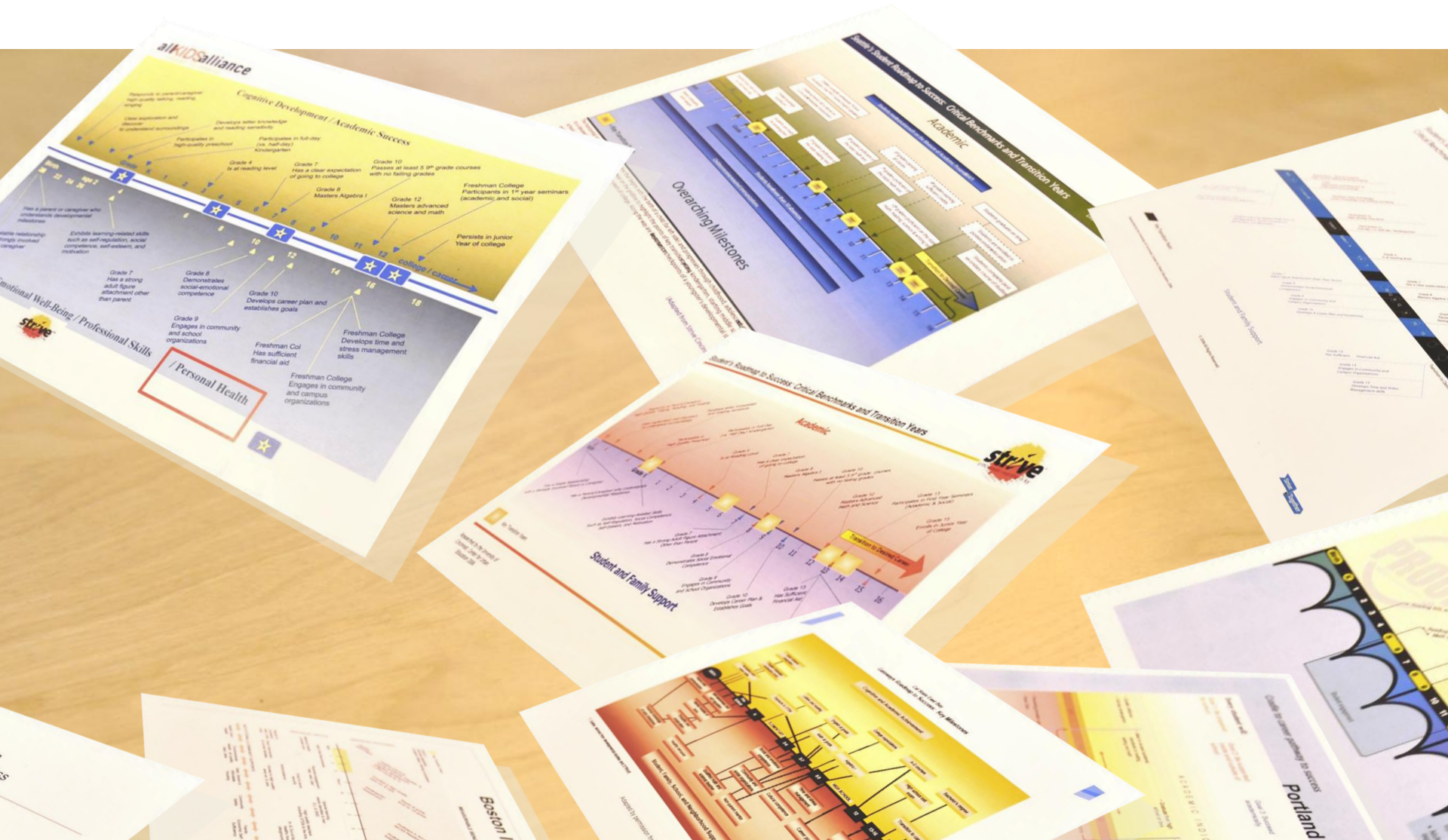
## Lever Three: Scaling What Works



# Framework for Building a Community Civic Infrastructure



# Common Vision, Shared Purpose





## Key Questions:

### Shared Community Vision

- What is the Partnership's history in regards to reform?
- What are the partnership's Vision, Mission and Goals for community reform?
- What is the "plan" for sharing the Vision, Mission and Goals with the community?

### Engaged Leadership

- Are C-level executives on board and committed to meeting on a regular basis?
- What are the roles and responsibility of the Partners and how will they work together towards collective action and impact

### Partnership Accountability Structure

- Does the proposed structure engage the C-level leadership in a way that will help sustain the Partnership and its work overtime?
- How will the Partnership operationalize their work to achieve the Vision, Mission and Goals?
- How is the Partnership planning to deal with geographic scope?
- Have working committees been identified and populated?

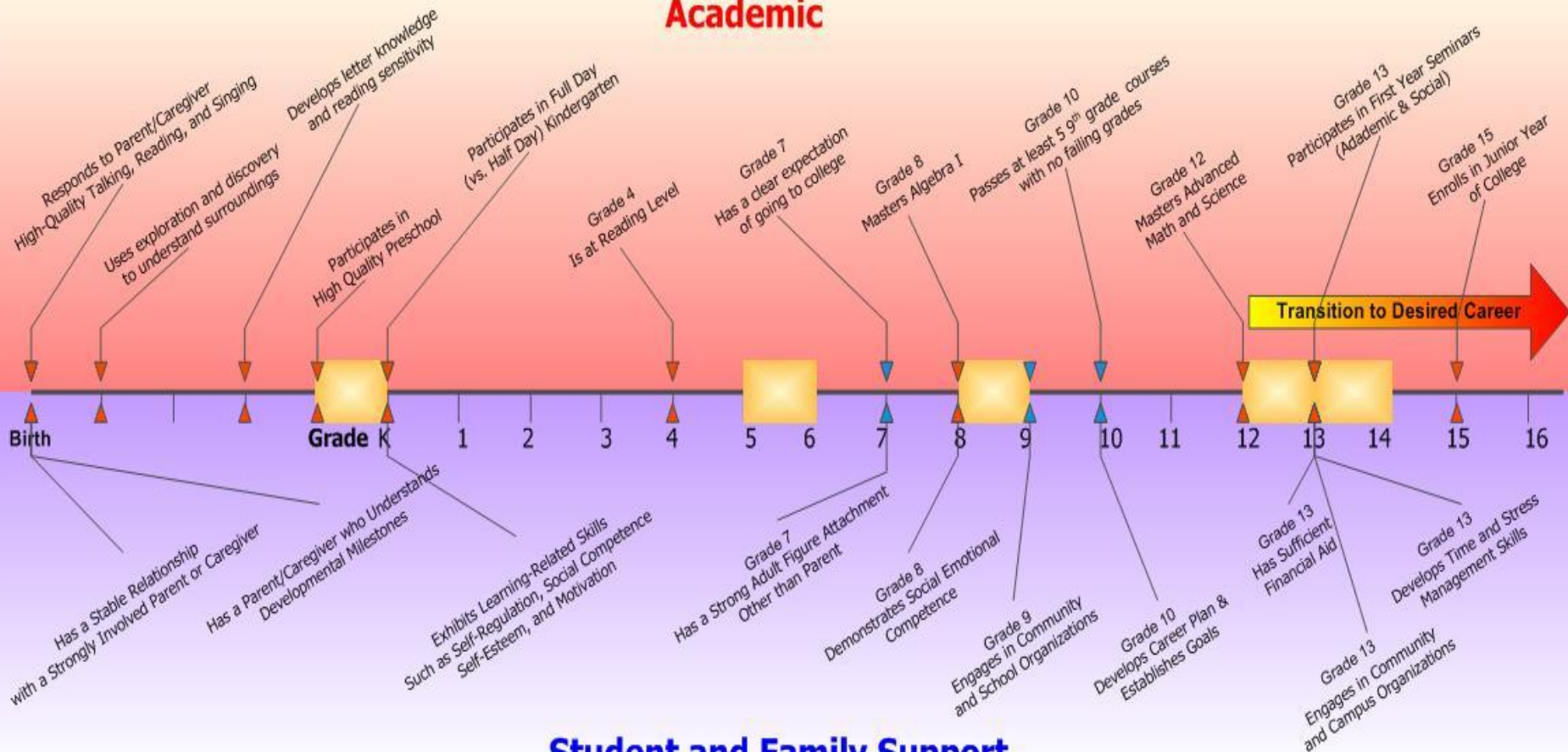
### Communications and Community Engagement

- What is the target date for launching the "new" community and civic infrastructure?
- How will the community be engaged around the selection of indicators and release of first report card?



# Student Roadmap to Success

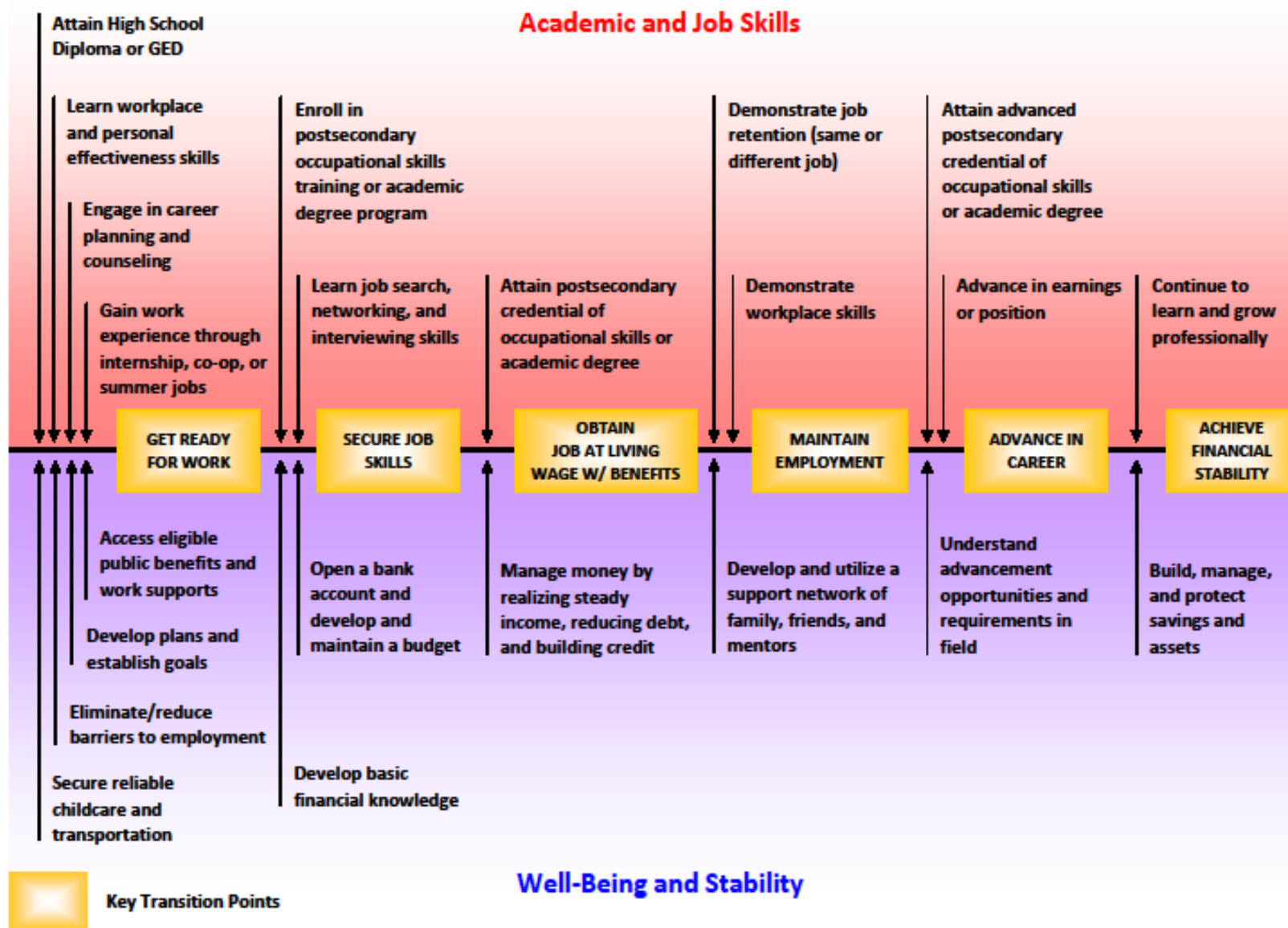
## Academic



## Student and Family Support

Key Transition Years

# Adult Workforce Roadmap to Success: Critical Benchmarks and Transition Points



# Framework for Building a Community Civic Infrastructure





# Pillar Two

## Key Questions:

### Community Level Outcomes

- Who will be involved in selecting, tracking and reporting community level data?
- What will be the criteria for selecting indicators?
- What are next steps and timeline for community engagement around the indicators and release of a public Report Card?

### Priority Strategies Identified

- What will be the methodology for identifying priority strategies based on the baseline data?
- What resources are available in your community to support continuous improvement in the social sector?
- What will be the process for engaging EC members in selection of priority strategies?

### Scan of Existing Community Resources

- What resources are available to conduct asset mapping in your community resources?
- How does the information obtained from the asset mapping process get translated into priority strategy selection and alignment of on the ground work?



# Community Education Report Card

## Goal 1: Every child is prepared for school

Indicator 1: % of children assessed to be ready for school

## Goal 2: Every child is supported in and out of school

Indicator 2: % of students with more than twenty developmental assets

## Goal 3: Every student succeeds academically

Indicator 3: % of students at or above proficiency in Reading and Math

Indicator 4: % of students that graduate from high school

## Goal 4: Every student enrolls in college or career training

Indicator 5: Average score on ACT

Indicator 6: % of graduates that enroll in college

## Goal 5: Every child graduates and enters a career

Indicator 7: % of college students prepared for college level coursework

Indicator 8: % of students retained in college

Indicator 9: % of students graduating from college

Indicator 10: # of college degrees conferred

## Goal 1: Every child will be **PREPARED** for school

	Current percentage	Current benchmark	Change since recent year	Change since baseline year
Cincinnati	48%	59%		
Covington	71%	75%		
Newport	62%	85%		

## Goals 2, 3, and 4: Every student will be **SUPPORTED**, **SUCCEED** academically, and **ENROLL** in college

Cincinnati Public Schools

	Current average	Current benchmark	Change since recent year	Change since baseline year
Develop. assets	46%		No trend data available	
4th grade reading	60%	75%		
8th grade reading	65%	79%		
4th grade math	55%	74%		

# Community Workforce Report Card

## GREATER CINCINNATI **WORKFORCE NETWORK**

### **FUNDRAISING**

TOTAL FUNDS RAISED: \$21,750,113  
TOTAL POOLED FUNDS: \$2,389,390  
TOTAL ALIGNED FUNDS: \$19,360,723  
TOTAL FUNDERS: 22

### **HEALTH CAREERS COLLABORATIVE**

*(OUTCOMES FROM OCT 2008 – OCT 2010)*

# OF EMPLOYERS: 7 HOSPITALS  
# OF EDUCATION PROVIDERS: 4  
# OF SERVICE PROVIDERS: 3  
TOTAL # OF PARTICIPANTS: 2225  
# OF JOB SEEKERS: 1997  
# OF INCUMBENT WORKERS: 228  
# COMPLETED TRAINING: 1947  
# OF CREDENTIALS ATTAINED: 1724  
# OF JOB SEEKERS PLACED: 1472 (estimated)  
AVERAGE WAGE: \$11.86/hr

### **ADVANCED MANUFACTURING PARTNERSHIP**

# OF EMPLOYERS: 14  
# OF EDUCATION PROVIDERS: 9  
# OF SERVICE PROVIDERS: 8  
TOTAL # OF PARTICIPANTS: 267  
# OF JOB SEEKERS: 251  
# OF INCUMBENT WORKERS: 16  
# COMPLETED TRAINING: 115  
# OF CREDENTIALS ATTAINED: 299  
# OF JOB SEEKERS PLACED: 41  
AVERAGE WAGE: \$12.17/hr

### **CONSTRUCTION PARTNERSHIP**

# OF EMPLOYERS: 9  
# OF EDUCATION PROVIDERS: 5  
# OF SERVICE PROVIDERS: 5  
TOTAL # OF PARTICIPANTS: 224  
# OF JOB SEEKERS: 195  
# OF INCUMBENT WORKERS: 29  
# COMPLETED TRAINING: 116  
# OF CREDENTIALS ATTAINED: 366  
# OF JOB SEEKERS PLACED: 52  
AVERAGE WAGE: \$13.10/hr

# Policy Impact: Highlights

## GREATER CINCINNATI **WORKFORCE NETWORK**

### **OBJECTIVE 4: ADVANCE A POLICY AGENDA TO IMPROVE OUR WORKFORCE SYSTEM AND OUTCOMES.**

- The City of Cincinnati has adopted policy reforms due to GCWN-supported advocacy efforts by the Ohio Justice & Policy Center to reduce barriers to civil service employment for people with criminal records.
- Efforts underway by the NKY Chamber of Commerce to improve and coordinate the employer services of the region's public workforce system.
- GCWN's Employer Chairs of the Construction and Advanced Manufacturing Partnerships participated in the National Skills Coalition's advocacy efforts with federal policymakers in support of the SECTORS Act.
- GCWN's leadership served as Co-Chair of the Ohio Workforce Coalition to advocate for improved state policies.

# Framework for Building a Community Civic Infrastructure







# Pillar Three

## Key Questions:

### Collaborative Action

- What do we want to achieve?
- How do we measure it?
- What are the assets & resources we can leverage?
- Where can we have an impact based on our needs and assets?

### Networks Formed around Priority Strategies

- How will the Partnership leverage (align and coordinate) existing Networks & programs to advance goals?
- How will the Partnership convene and provide guidance to Networks and monitor implementation of action plans?

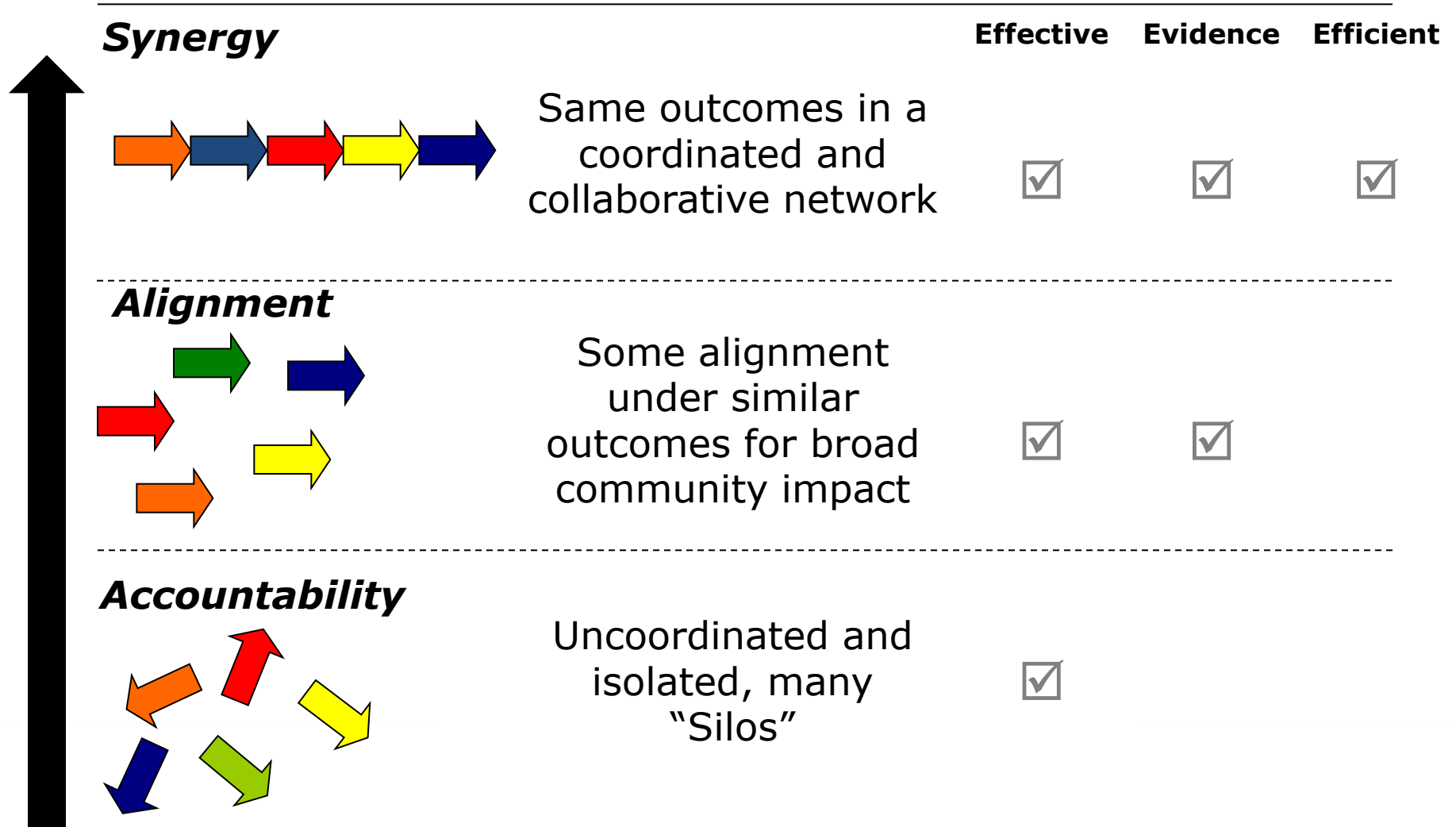
### Continuous Improvement Action Planning

- What continuous improvement model will be adopted by the Partnership?
- What will be the training needs of the Partnership and the Networks?

### Comprehensive Data Management System

- How will current data systems be aligned and leveraged to build capacity of Networks to use data for evidence based decision making and action planning?
- What is the capacity for collecting, analyzing, and reporting common level data?

# Conceptual Framework



# Continuous Improvement Process: Strive Six Sigma

- **DEFINE** common goals and objectives
- **MEASURE** common outcomes for ongoing analysis
- **ANALYZE** data collected to determine what works
- **IMPROVE** upon current services based on data analysis
- **CONTINUOUSLY IMPROVE** student outcomes over time by applying findings

# Impact on Student Achievement: Cincinnati/NKY

Student Metrics Trending in the Right Direction

✓ **40** out of **53**

✓ **+6** over last year



# Impact on Strategy Implementation: Cincinnati/NKY

**Quality Early  
Childhood  
Education**

**+9%**

**United Way of Greater  
Cincinnati led increase in  
kindergarten readiness  
over 4 years**

**College Access**

**10-40%**

**Target schools seeing  
dramatic increases in  
college enrollment**

**Public/Private  
Partnerships**

**\$28.5M**

**Dollars directly  
leveraged  
to sustain and  
scale what works**



## Workforce Case Study

# Workforce Development

## Greater Cincinnati Workforce Network

- Originally formed under the Greater Cincinnati Foundation (recently moved and sustained through United Way)
- GCWN is an ambitious regional partnership of philanthropy, government, employers, education and community organization that wanted to:
  - Help employers find and retain skilled employees, and
  - Help low-skill, low income residents further their education and get good jobs

# The Challenge

## Skills gap between employer demand and worker supply

- Too many residents with insufficient skills: not prepared to enter, advance and succeed in labor market
- Region projected to add 103,600 new jobs from 2004-2014, and much of the growth in service-providing industries
- The fastest growing occupations require education beyond high school, many requiring at least some postsecondary training (yet, nearly 1-6 adults in Cincinnati lack a HS diploma/GED)
- Half of all employers having difficulty finding “qualified” workers according to US Chamber of Commerce
- Region not prepared to meet projected demand: long-term economic impact - inability to attract, retain and grow companies



# The Solution

## The existing workforce strategy was inadequate to meet the challenge

- Brought together all of the key stakeholder in the workforce system to better align resources and strategies
- Close the skills gap in 3 priority industries by developing career pathways that provide education and training programs to help workers advance in their careers and fill occupational shortages
- Improve and coordinate support services that help disadvantaged workers succeed in the labor market
- Advance critical policy interventions that reduce barriers to employment and advancements

# Career Pathways

## Building pathways of education and career advancement

- Career pathways is a strategy that has demonstrated success (locally and nationally) in closing skills gap in targeted industries
- Partnership that connects education and training programs and support services that enable individuals to secure employment within a specific industry, and to advance over time to successively higher levels of education and employment in that industry.
- The dual goal of career pathways is to create both:
  - Avenues of advancement for current workers, jobseekers and future labor market entrants; and
  - A supply of qualified workers for local employers.

# GCWN's Career Pathway Model

## Key features:

- **Target Priority Sectors and Occupations** - growing industries, with targeted growth
- **Led by Employers** - formal leadership
- **Reduce Barriers to Employment and Advancement** - integration of “wrap-around” support services,
- **Seamless Educational Pathways** - clear linkages between developmental education, certificate and training programs, and academic degree programs; articulation of credits across institutions and “stackable” certificates to enable students to progress seamlessly from one level to the next.
- **Focus on Institutional and Systemic Change** - process aims to transform institutions involved in education, workforce preparation and social services; improve capacity and individually and collectively to respond to the needs of local residents and employers

# Implementation of Career Pathways

## Priority Sectors represent nearly 1-in-3 jobs

### Health Care

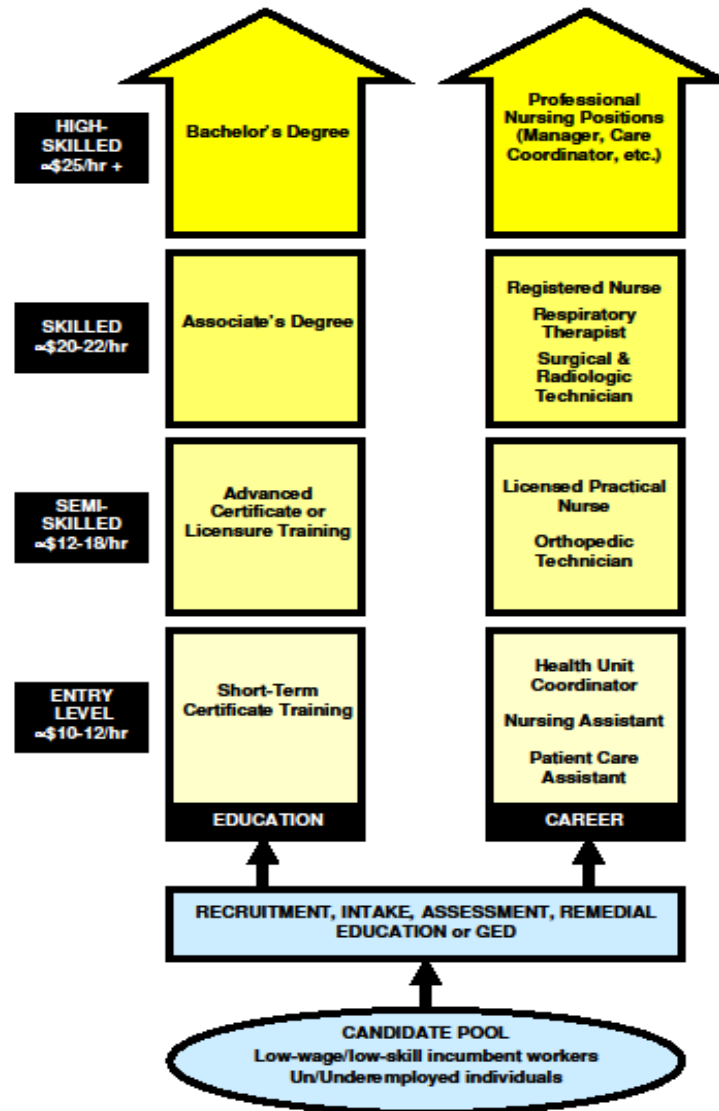
- Region's largest source of private sector employment and generates an economic impact of almost \$14 billion per year and is one of the fastest growing industries; Cincinnati area hospitals reported a total of 3,160 unfilled positions in fiscal year 2007.

### Advanced Manufacturing

- Second largest source of private-sector employment, offers strong wages and good advancement opportunities for low-skill individuals; emerging and growth sub-sectors of the industry include: Aerospace, Biotechnology, Alternative Energy, and Chemical Manufacturing—all offer in-demand jobs for skilled workers.

### Construction

- Significant source of employment, strong advancement opportunities, strong wages, and high projected future growth; emerging areas of Green Construction and Energy Efficiency Retrofitting





# Outcomes & Results

## Collectively GCWN Partners are making a difference

- Partners have raised more than \$3.2 million, and leveraged an additional \$19.3 million in public and private funds from local, state, and national sources.
- Over 150 organizations from public, private, nonprofit sectors have been engaged in initiatives.
- Over 3,200 individuals have been trained across three career pathway initiatives
  - 80%+ completing training and earning over 2,800 industry-recognized credentials
  - Estimated 70%+ job placement rate

# Collective Partnership Formed

## Continuous Improvement in Workforce Development

- **Four workforce investment boards**, across three states (which collectively administer roughly \$13.5M in federal funds and serve nearly 50,000 individuals and 1,200 businesses) **formalized their collaboration** by launching the “Employers First Regional Workforce Network” in mid-2011 to coordinate efforts to meet employer needs.
- **“Employers First”** will focus on connecting businesses with workforce supply, streamlined business services, outreach and marketing, partnerships with chambers and economic development, and regional strategic partnerships to develop a skilled workforce.
- **Possible expansion of Career Pathways** to include other growing industry sectors and working more closely with secondary schools within the region.

# Critical Success Factors/Key Milestones



## Shared Community Vision

- A trusted, leader/anchor is identified with key community stakeholders at the table who are actively engaged
- Common vision, mission and goals are embraced



## Evidence Based Decision Making

- Indicators are identified across the cradle to career pipelines
- Baseline data has been collected
- Focus areas are identified based on data



## Collaborative Action

- Priority strategies within each focus area are identified and action teams are created
- A common process for doing continuous improvement across networks has been identified and embraced
- Planning has started for comprehensive data system



## Investment & Sustainability

- Plan in place to sustain core partnership operations for at least three years
- A group of key funders are engaged to support emerging collaborative actions

# Framework for Building a Community Civic Infrastructure





# Pillar Four

## Key Questions

### Innovation & Impact Fund

- Are there funders who will support the partnership's infrastructure?
- Are there funders who will support priority strategies?

### Partnership Sustainability Plan

- What is the sustainability plan for ensuring resources are in place to meet the long-term objectives of partnership?
- How will policymakers be engaged in the work?

### Sustained Community Engagement

- How will the Partnership ensure transparency & accountability in engaging the community around all aspects of the work?
- How will you ensure representation of diverse groups/stakeholders?



## Network Development

- **Engage:** Connects a national network of Cradle to Career Communities enabling them to share ideas, create milestones and assess impact.
- **Accelerate:** Provides strategic assistance that is tailored to needs of communities in order to expedite success and increase impact.

## Field Building

- **Inform:** Analyzes, synthesizes and distills data and research to create useful tools and resources.
- **Advocate:** Advocates in the public and private sectors at all levels for what works in individual communities and across the national network

# National Momentum



**National Goal:**

**25**

**Cradle to Career Communities**

**by 2015**



QUESTIONS